

EXECUTIVE BOARD DECISION TRACKING TABLE FOR 2019

The following matrix keeps track of the implementation of specific and time-bound requests to UNFPA contained in Executive Board decisions. The decision-tracking matrix is revised on a regular basis to keep the information relevant and up-to-date.

The full text of the Decisions per Executive Board sessions is available by clicking on the decision. The full compendium of Decisions adopted by the Executive Board in 2019 can be found on the UNFPA Executive Board Website.

The status of a decision is indicated as follows: (1) GREEN • signifies (a) 'completed' (action has been completed or decision is no longer relevant) or (b) 'ongoing' (action in progress, if a recurring item); (2) YELLOW • signifies an action is 'partially completed' (action in progress, with a due date, if relevant).

Decision	Category	Responsible division(s)	Request	Deadline	Progress and follow-up action	Status			
First Regular Session 2019 (21-25 January 2019)									
2019/1 Revised UNFPA	Evaluation		Para 1. Welcome the revised evaluation	policy (DP/FI	PA/2019/1) ;	No actions required			
evaluation policy			Para 2. Endorses the 2019 evaluation po	olicy;		No actions required			
			Para 3. Reaffirms the role played by the evaluation function at UNFPA and underscores the importance of high-quality independent evaluation evidence in supporting the UNFPA strategic plan, 2018-2021 in accelerating the implementation of the 2030 Agenda for Sustainable Development;						
	Evaluation	Evaluation Office	Para 4. Requests that UNFPA and the Evaluation Office always seek out opportunities with other United Nations agencies for joint evaluations of joint programming as well as the common chapter of the strategic plan;	Ongoing	The Evaluation Office seeks out opportunities with other United Nations agencies for joint evaluations of joint programming as well as the common chapter of the strategic plan. As a result, 61% of corporate evaluations planned in 2021/2022 are either joint or system-wide.	Completed			
	Evaluation	Policy and Strategy Division, Evaluation Office	Para 5. Encourages UNFPA management to work with the Evaluation Office to continue its efforts to increase the implementation rate of decentralized evaluations and	Ongoing	UNFPA has been making considerable progress toward the implementation of decentralized evaluations. The implementation rate of planned evaluations consistently met the target	Completed			

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			to ensure that management at all levels use evaluation findings as a key source of evidence to make decisions about enhancing programmes, as well as to duly communicate and disseminate such evaluation findings and implementations;		since the introduction of the 'ringfencing' mechanism in 2018. For instance, in 2022, 100 per cent of decentralized programme-level evaluations were implemented as planned. Learning from evaluations continued to inform actions and decisions, including development of new programmes. In 2022, all new country programme documents submitted to the Executive Board for approval were clearly informed by evaluative evidence. UNFPA has also further expanded its efforts in disseminating the evaluative evidence, including good practices.	
	Evaluation	Evaluation Office	Para 6. Requests UNFPA to report to the Executive Board, as part of the annual report on the evaluation function, starting in 2019, on all actions taken at all levels to increase spending on evaluations to a minimum 1.4 per cent and to a maximum 3 per cent, including detail of how funds for evaluation have been ringfenced as foreseen by the policy;	Annual sessions (recurring)	The Evaluation Office reported on this item in the framework of the annual report of the evaluation function. The Evaluation Office will continue to do so in future annual reports too.	Completed
	Evaluation	Evaluation Office	Para 7. Encourages UNFPA to report to the Executive Board, as part of the annual report on the evaluation function, in 2020 on how evaluations are generating the specific knowledge and evidence UNFPA needs to deliver on the 2030 Agenda as well as on how such knowledge and evidence are duly communicated and disseminated;	2020 Annual Session	UNFPA reported to the Executive Board, as part of the annual report on the evaluation function, in 2020 on how evaluations are generating the specific knowledge and evidence UNFPA needs to deliver on the 2030 Agenda, as well as on how such knowledge and evidence are duly communicated and disseminated.	Completed

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	Evaluation	Evaluation Office	Para 8. Requests UNFPA to report, as part of the annual report on the evaluation function, on progress made on implementing management responses of evaluations and resulting changes on policies, programmes and practices.	2020 Annual Session	UNFPA is committed to report, as part of the annual report on the evaluation function, on progress made on implementing management responses of evaluations and resulting changes on policies, programmes and practices.	Completed		
Reports of UNDP, UNFPA and UNOPS on	Recommendations of the Board of Auditors		Para 1. <i>Takes note</i> of the report (DP/2019/7) on the actions taken by UNDP and the United Nations Capital Development Fund (UNCDF) and the further actions planned to implement the recommendations of the Board of Auditors for the financial period that ended on 31 December 2017;					
the implementation of			Para 2. Notes the unqualified audit opin	ions issued by	the Board of Auditors for 2017;	No actions required		
the recommendations			Para 3. <i>Notes</i> progress made by UNDP priorities in 2016-2017;			No actions required		
of the Board of Auditors, 2017			Para 4. <i>Endorses</i> the suggested, refined top seven audit-related management priorities of UNDP to the biennium 2018-2019;					
			Para 5. Recalls decisions 2018/3 and 2018/13, and underscores the need for UNDP to address issues relating to procurement oversight and fraud mitigation strategies, financial management and sustainability of country offices, programme/project management and evaluation, and partnerships and resource mobilization;					
			offices, requests UNDP to ensure the cat to report to the Board on the implement	apacity is in pla cation of the up te, and as part	ditors on the monitoring of risk in country ace to do this effectively, and requests UNDP dated enterprise risk management policy at of its report on the implementation of the	No actions required		
				endations of the	e Board of Auditors are at country level, and in their ongoing reviews of businesses	No actions required		
					encourages UNDP to continue to improve to fraud;	No actions required		
			Para 9. <i>Supports</i> the ongoing efforts of UNDP management to implement the recommendations of the Board of Auditors for the year ended 31 December 2017 as well as the remaining recommendations from prior years;					
			Para 10. Takes note of the report (DP/F)	o implement th	the actions taken by UNFPA and the further e recommendations of the Board of Auditors 17;	No actions required		
			Para 11. Notes the audit opinion by the	Board of Audi	tors that UNFPA financial statements present UNFPA as at 31 December 2017 and its	No actions required		

Category	Responsible division(s)	Request	Deadline	Progress and follow-up action	Status
		Public Sector Accounting Standards (IP	PSAS);		
		support ongoing management efforts in	implementing		No actions required
Recommendations of the Board of Auditors	Office of the Executive Director	Auditors for the year ended 31 Decemb Para 13.1 Encourages UNFPA efforts to continue to improve the maturity of risk management at all levels of the organization (including strengthened approaches to fraud risk, inventory audit and supply chain management), encourages UNFPA to continue to adopt a risk-based approach to audit coverage of implementing partners to mitigate the risk of over control.	er 2017; Ongoing	UNFPA issued its new ERM policy in March 2022. This is an integral part of its maturing risk management model, which encompasses a risk appetite statement and more differentiated approach. The policy draws from the recent work of the Joint Inspection Unit (JIU) and United Nations High Level Committee on Management (HLCM) on Enterprise Risk Management (ERM). Based on the HLCM guidance note, UNFPA completed a self-assessment of its risk maturity model. Fraud risk management was strengthened through the release of a Fraud Strategy and Fraud Scenarios documents for key business processes. UNFPA continues to drive risk-based and cost-effective differentiation introducing new criteria in 2019 implementing partner expenditure audits to redirect audit efforts from consistently well performing partners (previously not considered for low risk) to focus on those where an increasingly comprehensive set of indicators signals higher risks. UNFPA has progressed significantly in the design and implementation of its Last Mile Assurance process, designed to provide assurance about the proper management and use of reproductive health commodities provided to implementing	Completed and ongoing
	Recommendations of the Board of	Recommendations of the Board of Executive	division(s) financial performance and cash flows for Public Sector Accounting Standards (IF) Para 12. Also notes the progress made be support ongoing management efforts in Auditors for the year ended 31 Decembers of the Board of Auditors Office of the Executive Director D	division(s) financial performance and cash flows for the year ther Public Sector Accounting Standards (IPSAS); Para 12. Also notes the progress made by UNFPA in a support ongoing management efforts in implementing Auditors for the year ended 31 December 2017; Recommendations of the Board of Auditors Office of the Executive Director Directo	financial performance and cash flows for the year then ended, in accordance with the International Public Sector Accounting Standards (IPSAS): Para 12. Also notes the progress made by UNFPA in addressing prior-year recommendations and support one going management efforts in implementing the recommendations of the Board of Auditors for the year ended 31 December 2017; Recommendations of the Board of Auditors for the year ended 31 December 2017. Para 13.1 Encourages UNFPA efforts Origination (including strengthened approaches to fraud risk, inventory audit and supply chain management), encourages UNFPA to continue to adopt a risk-based approach to audit coverage of implementing partners to mitigate the risk of over control. Based on the HLCM guidance note, UNFPA completed a self-assessment of its risk maturity model. Fraud risk management was strengthened through the release of a Fraud Strategy and Fraud Scenarios documents for key business processes. UNFPA completed a self-assessment of its risk maturity model. Fraud risk management was strengthened through the release of a Fraud Strategy and Fraud Scenarios documents for key business processes. UNFPA completed a self-assessment of its risk maturity model. Fraud risk management was strengthened through the release of a Fraud Strategy and Fraud Scenarios documents for key business processes. UNFPA completed a self-assessment of its risk maturity model. Fraud risk management was strengthened through the release of a Fraud Strategy and Fraud Scenarios documents for key business processes. UNFPA completed as elf-assessment of its risk maturity model fraud Scenarios documents for key business processes. UNFPA completed as elf-assessment of its risk maturity model fraud Scenarios documents for key business processes. UNFPA completed in the International discounter of the release of a Fraud Scenarios documents for key business processes. UNFPA international processes are fraud Scenarios documents for key business processes. UNFPA completed in the Internatio

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	Recommendations of the Board of Auditors	Office of the Executive Director	Para 13.2. Requests UNFPA to report to the Board on the implementation, enforcement and resourcing of the updated enterprise risk management policy and the policy and procedures on the management of programme supplies at its annual session of 2019, as appropriate, and as part of its report on the implementation of the recommendations of the Board of Auditors;	Annual Session 2019 and 2020 First Regular Session	The report was provided at the Annual Session of 2019 and is part of the report on the implementation of the recommendations of the Board of Auditors. Efforts for a comprehensive implementation of the Programme Supplies policy continued during 2019, with focus on (i) the design and roll-out of the Last Mile Assurance process, which will provide ongoing assurance about the proper management of commodities provided to implementing partners, (ii) generation of reports measuring the performance of down-stream supply-chain management activities. The OAIS report on the ERM process is a source of information and feedback for UNFPA management against the HLCM risk maturity management as well as the JIU ERM benchmark.	Completed
	Recommendations of the Board of Auditors	Office of the Executive Director, Policy and Strategy Division, Information Technology Services Office	Para 14. Also encourages UNFPA to ensure that its investment in a new enterprise resource planning system produces actionable information for managers to drive improvements in the identification, prioritization and management of strategic delivery risks, including relating to commodity inventory losses and the performance of its implementing partners, and to work with other funds and programmes to ensure compatibility of enterprise resource planning systems;	Ongoing	UNFPA issued its new ERM policy in March 2022 and therefore the action pertaining to this element of the decision is completed. As discussed at the informal Board session held in March 2022, UNFPA decided to adopt the inter-agency shared Quantum ERP system. This will help to ensure compatibility and cooperation across the ERP system with other agencies. The new ERP system went live in January 2023 and initial feedback is positive while the organization works through the hypercare period of increased support.	Completed

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					A number of controls are implemented within the new system and one of the key benefits from the new ERP will be provision of better and more timely information to drive management action. The adopted technology will support the realization of an interoperability mechanism to cooperate with other funds and programmes.			
			Para 15. <i>Takes note</i> of the report (DP/O various recommendations made for the progress to ensure that the remaining re-	No actions required				
			Para 16. Acknowledges that due to the father end of July 2018 and that many of the beyond the financial year 2018 to imple	No actions required				
Working methods	Working Methods		Para 1. <i>Takes note</i> of the rules of procedure of the Executive Boards of UNDP, UNFPA and UNOPS, UNICEF, UN-Women and WFP;					
of the Executive Board			Para 2. <i>Recalls</i> decision 2018/22 on working methods of the Executive Board in which the Bureau of UNDP, UNFPA and UNOPS, in collaboration with the Bureaux of UNICEF, UN-Women and WFP, was asked to launch a joint consultative process with the Member States starting at the first regular session 2019;					
			Para 3. <i>Takes note with appreciation</i> of the formation of the core group of Member States to lead the joint consultative process with Member States, in an open, transparent and inclusive manner, with a view to examining the efficiency and quality of its current sessions, as well as the functions of the joint meeting of the Executive Boards, building on the joint response prepared by the secretariats and in close consultation with all Member States, seeking their inputs to the written account of the core group;					
	Working Methods	Executive Board Branch/Office of Executive Director	Para 4. Requests the Executive Board secretariats to support the core group, upon request, in analysing the effects of its findings and suggestions;	As needed	The four Board secretariats have supported the Core Group for their meetings and responded to queries they have had. They also compiled all responses in a multi-part annex to the Written Account of the Core Group, presented to the Board at its annual session in 2019.	Completed		

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	Working Methods	Member States,	Para 5. Looks forward to the written	May 2019	The Written Account was finalised by the	Completed
		Office of	account of the core group, to be		Core Group on 17 May 2019.	1
		Executive	presented at the joint meeting of the			
		Director	Executive Boards in May 2019, for			
			subsequent consideration of its			
			findings and recommendations by the			
			members and observers of the			
			respective Executive Boards of			
			UNDP/UNFPA/UNOPS, UNICEF,			
			UN-Women and WFP.			
2019/4	UN Reform		Para 1. Welcomes the updates provided	by UNDP, UN	FPA and UNOPS on the implementation of	No actions
Implementation			General Assembly resolution 72/279 of	31 May 2018	on repositioning of the United Nations	required
of General			development system in the context of th	e quadrennial	comprehensive policy review of operational	
Assembly			activities for development of the United	Nations system	n;	
resolution 72/279	UN Reform	Policy and	Para 2. <i>Recognizes</i> the continuing	Ongoing	An information note on the status of	Completed
of 31 May 2018		Strategy	contributions of UNDP, UNFPA and		implementation of the UNDS resolution	
on the		Division	UNOPS in operationalizing resolution		72/279 was provided in advance of recent	
repositioning of			72/279 and requests them, in line with		Board sessions; the last such update was	
the United			General Assembly resolution 71/243		uploaded in advance of the 2023 annual	
<u>Nations</u>			of 21 December 2016 on the		session.	
development			quadrennial comprehensive policy			
system in the			review of operational activities for			
context of the			development of the United Nations			
quadrennial			system, resolution 72/279 and the			
comprehensive			Secretary General's implementation			
policy review of			plan, to continue to support and			
<u>operational</u>			contribute to the full implementation			
activities for			of the reinvigorated resident			
development of			coordinator system including a			
the United			matrixed, dual reporting model, with			
Nations system			United Nations country team members			
			accountable and reporting to their			
			respective entities on individual			
			mandates, and periodically reporting			
			to the resident coordinator on their			
			individual activities;			

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	UN Reform	Policy and Strategy Division, Office of Executive Director	Para 3. Calls on UNDP, UNFPA and UNOPS to provide written, harmonized agency-specific information to the Executive Board at its annual session 2019 on the implementation of General Assembly resolution 72/279, based on the information previously provided during informal consultations;	2019 Annual Session	UNFPA has collaborated with UNDP, UNOPS, UNICEF and UN Women providing written, harmonized agency-specific information on implementation of GA Resolution 72/279 as part of separate 'Informal Notes' that have been shared with the Board in advance of the 2019 Annual Session and a number of subsequent sessions.	Completed
	UN Reform	Policy and Strategy Division, Division Management Services	Para 4. Recognizes the importance of improving efficiency and effectiveness in administrative support services through inter alia enhancing inter-agency cooperation, and encourages the executive heads of UNOPS, UNFPA and UNDP to continue to take action as appropriate in these areas;	Ongoing	An information note on the status of implementation of the UNDS resolution 72/279 is provided to the Executive Board annually ahead of its annual session. UNFPA will continue to report to the Board on its implementation of 72/279, including on the efficiency agenda. UNFPA is co-chairing the UNSDG Business Innovation Group (BIG) and will continue implementing reform of UN Operations. UNFPA will continue to implement related initiatives as proposed through this group.	Completed
	UN Reform		Para 5. <i>Welcomes</i> the efforts undertaken respective Strategic Plans while implem		NFPA and UNOPS to operationalize their	No actions required
	UN Reform	Policy and Strategy Division, Office of Executive Director	Para 6. Requests UNDP, UNFPA and UNOPS to continue to support the Secretary-General to collaboratively implement a new generation of United Nations country teams, with needsbased tailored country presence, to be built on the United Nations Development Assistance Framework and finalized through open and inclusive dialogue between the host Government and the United Nations development system, facilitated by the resident coordinator, to ensure the best	Ongoing	UNFPA continues to support the SG in such efforts. UNFPA and UNESCO cochaired the redesign of the UNDAF which has now been renamed the United Nations Sustainable Development Cooperation Framework (UNSDCF), or "Cooperation Framework". The Development Coordination Office (DCO) has been spearheading the roll-out of the new guidance. UNFPA has adjusted its internal procedural guidelines, systems and processes for country programme documents (CPDs) with the new guidance,	Completed

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			configuration of support on the ground, as well as enhanced coordination, transparency, efficiency and impact of United Nations development activities, in accordance with national development policies, plans, priorities and needs;		particularly those related to monitoring, evaluation and reporting at country, regional and global levels. An internal pool of trainers has been created to support offices in the roll-out countries. UNFPA will support the RCs to coordinate and lead the UNSDCF planning process, making use of regional and global expertise to maximize the impact, safeguard United Nations norms and values and anchor it in regional and transboundary concerns. An information note on the status of implementation of the UNDS reform is provided in advance of annual sessions of the Board and a dedicated annex on QCPR implementation has been shared as part of the ED's annual report.		
	UN Reform	Policy and Strategy Division, Office of executive Director	Para 7. Welcomes the strong commitment of UNDP, UNFPA and UNOPS, as part of the United Nations Sustainable Development Group, to redeploy their efficiency gains from United Nations development system reform for development activities, including coordination, and requests the three agencies to contribute to the Secretary-General's report on the cost-savings and efficiency gains and their redeployments and to update the Executive Board through existing reporting mechanisms;	Ongoing	UNFPA continues to update the Executive Board on the progress through existing reporting mechanisms and information notes on the status of implementation of the UNDS resolution 72/279. The ED's annual reports to the EB have covered related elements on organizational effectiveness and efficiency.	Completed and ongoing	
	UN Reform		Para 8. <i>Welcomes</i> the steps already taken by UNDP to support the reinvigorated resident coordinator system, including the transfer of its 2019 cost-sharing contribution to the United Nations Development Coordination Office and the 2019 service-level agreement with the United Nations Secretariat.				
			Annual Session 2019 (30 May, 3-4 and o				
2019/10	Annual Report and Strategic Plan		Para 1. <i>Takes note</i> of the documents tha 2018: DP/FPA/2019/4 (Part I, Part I/Ad		annual report of the Executive Director for);	No actions required	

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Annual report of the UNFPA			Plan, 2018-2021;	•	FPA in implementing the UNFPA Strategic	No actions required			
Executive Director			Para 3. <i>Commends</i> UNFPA for its success in mobilizing resources, including the increase in regular resources;						
	Annual Report and Strategic Plan	Policy and Strategy Division; Office of Executive Director	Para 4. <i>Recognizes</i> the inter-agency efforts to make progress against the common chapter of the strategic plans of UNDP, UNFPA, UNICEF and UNWomen, and urges UNFPA to continue working in close partnership with these organizations to further enhance effectiveness and delivery of results in line with their commitment to United Nations reform;	Ongoing	UNFPA continues to work in close partnership with the other organizations in this regard.	Completed			
2019/11 UNFPA	Evaluation			Para 1. <i>Takes note</i> of the present report on the evaluation function of UNFPA, 2018, and of the programme of work and budget of the Evaluation Office in 2019 (DP/FPA/2019/5);					
evaluation			Para 2. <i>Welcomes</i> the efforts made by UNFPA and the significant progress achieved in strengthening the evaluation function, in actively contributing to United Nations system-wide evaluation efforts, and in fostering national evaluation capacity development;						
	Evaluation	Evaluation Office, Policy and Strategy Division, Division for Human Resources	Para 3. <i>Notes</i> the current promising trend of evaluation investment but encourages faster progress to reach 1.4 per cent as a minimum of total programme expenditures by 2021, as committed to in the evaluation policy;	2021	UNFPA is committed to provide adequate resources for its evaluation function. The midterm review of the integrated budget, which was approved by the Board in 2021, included further strengthening of the capacity of the Evaluation Office for centralized evaluation functions; as well as the regional and country evaluation functions. Further investments were proposed and approved by the Board in the Integrated Budget 2022-2025, and further proposals will be included in the new evaluation policy to be presented to the Board for approval at the first regular session 2024.	Completed and ongoing			
	Evaluation	Evaluation Office	Para 4. Welcomes the Evaluation Office's commencement of the development of a strategy to strengthen evaluation use through communications and knowledge	2020 Annual Session	The evaluation use strategy has been finalized, launched and rolled out. The Evaluation Office reported against it in the annual report on the evaluation function to the Executive Board.	Completed			

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			management, and encourages the Evaluation Office to finalize the evaluation use strategy in 2019, and report against it in the 2019 annual report on evaluation to the Executive Board;			
	Evaluation			evaluation evi	detion at UNFPA and underscores the dence in the context of the UNFPA Strategic tation of the 2030 Agenda for Sustainable	No actions required
2019/13 Reports of the ethics offices of UNDP, UNFPA and UNOPS	Ethics	Ethics Office, Division for Human Resources, Office of Executive Director	Para 1. Welcomes the reports of the ethics offices of UNDP, UNFPA and UNOPS (DP/2019/20, DP/FPA/2019/7 and DP/OPS/2019/3), and encourages their management to continue to instil and improve a culture of ethics in the three organizations, including robust whistle-blower protection policies;	Ongoing	The Ethics Office is working closely with the Office of the Executive Director to strengthen a culture of ethics and compliance to UNFPA rules and standards.	Completed and ongoing
	Ethics	Office of the Executive Director, Office of Audit and Investigations Services (OAIS)	Para 2. Encourages the management of UNDP, UNFPA and UNOPS in its reporting on sexual exploitation and abuse and sexual harassment to further enhance transparency on how implemented actions ensure a victim-centred approach and are aligned with United Nations system-wide efforts;	2020 Second Regular Session	UNFPA is committed to report transparently on all actions implemented and to ensure a victim –centred approach aligned with UN system-wide efforts. OAIS continues to implement a victim-centric approach in its investigation work.	Completed and ongoing
	Ethics			UNDP Ethics	Office in strengthening the ethical culture of	No actions required
	Ethics	Ethics Office, Division for Human Resources, Office of Executive Director	Para 4. Welcomes the continued progress in the work of the UNFPA Ethics Office and encourages management to consider its request to increase the staff capacity of the Ethics Office;	Ongoing	The Ethics Advisor has assessed staff capacity in conjunction with opportunities to share resources with other UN agencies funds and programs.	Completed
	Ethics		Para 5. Welcomes the continued progres	s in the work of	of the UNOPS Ethics Office;	No actions required

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	Ethics	Office of the Executive Director	Para 6. Takes note with appreciation of the independent review of UNDP, UNFPA and UNOPS policies and procedures to tackle sexual exploitation and abuse and sexual harassment (DP/FPA/OPS/2019/1) and welcomes the joint UNDP, UNFPA and UNOPS management response (DP/FPA/OPS/2019/2); requests UNDP/UNFPA/UNOPS to provide an update on implementation of actions set out in the independent review and management response at the annual session in 2020, within existing reporting;	2020 Annual Session	An update was provided as requested in advance of the Annual Session 2020.	Completed
	Ethics			vero tolerance" for sexual harassment and UNFPA and UNOPS	No actions required	
	Ethics	Office of the Executive Director, Office of Audit and Investigations Services (OAIS)	Para 8. Welcomes the progress made so far, and urges the management of UNDP, UNFPA and UNOPS to ensure a continued focus on all matters related to prevention and response, including investigation, to sexual harassment and sexual exploitation and abuse going forward.	Ongoing	Continued focus on all such matters is occurring and remains a priority. OAIS continued to give priority to matters of harassment (whichever type) and SEA.	Completed and ongoing
2019/14 Reports of UNDP,	Internal Audit and Investigation		Para 1. Welcomes the progress of UNDI management issues in 2018;			No actions required
UNFPA and UNOPS on internal audit and			Para 2. Notes with appreciation efforts to previous reports;	o implement o	utstanding audit recommendations from	No actions required
investigations and management response	Internal Audit and Investigation	Office of the Executive Director, Office of Audit and Investigations Services (OAIS)	Para 3. Encourages the management of UNDP, UNFPA and UNOPS in its reporting on sexual exploitation and abuse and sexual harassment to further enhance transparency on how implemented actions ensure a victim-centred approach and are aligned with United Nations system-wide efforts;	2020 Annual Session	This was provided to the Executive Board for the 2019 Second Regular Session as an annex to the Information Note on the implementation of GA resolution 72/279. Regarding investigation, OAIS continues to use a victim-centric approach to its work. OAIS provides extensive information on its investigation work (irrespective of type) in its report to the	Completed

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					Board, in annex 6 to the OAIS report which details all investigations undertaken, their outcome as well as updated information of management action taken as a result.	
	Internal Audit and Investigation			/2019/23) and	f Audit and Investigations on internal audit its annexes, and the management response it and Evaluation Advisory Committee;	No actions required
			Para 5. <i>Notes with concern</i> that the over "partially satisfactory/some improveme serious consideration by UNDP manage	rall audit opinion required" and ement in its rest have received osure, as ident	on has changed from "satisfactory" to d appreciates that this matter is taken under ponse; urges UNDP senior management to "unsatisfactory" audit ratings in the recent ified by the Office of Audit and	No actions required
			project monitoring and evaluations, dela inadequate controls in procurement man processes or the absence of contract rev	ays in closing on agement such riews, inadequating of applica	as not undertaking competitive procurement the oversight in the recruitment of personnel nts, weaknesses in financial management	No actions required
			Para 7. Notes with appreciation the high Investigation recommendations, which not fully implemented over 18 months of	has improved s	mentation rate of Office of Audit and since 2018 with only four recommendations	No actions required
			Para 8. Further notes improvements in	applying the ha	armonized approach to cash transfers and the oversight and management functions of	No actions required
			Para 9. <i>Appreciates</i> that UNDP has proimproved the recovery rate between 20	13 and 2018, as rove its recover work preventi	s requested by the Board, and encourages ry efforts and rates, and continue to report to wely and correctively to address	No actions required
			Para 11. Notes with concern that, with r	egard to invest curement fraud or of complaints	igations, the most common complaints refer misrepresentation, entitlement fraud, theft from high-risk environments, and	No actions required

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			Para 12. Expresses continuing support functions of UNDP; Para 13. Takes note of the report of the internal audit and investigation activities cope of work undertaken, on the adequigovernance, risk management and contrunctunce UNFPA Oversight Advisory Committee (DP/FPA/2019/CRP.6) thereto and to the	Office of Audi s in 2018 (DP/ acy and effect ol (DP/FPA/201 e (DP/FPA/201	t and Investigation Services on UNFPA FPA/2019/6), the opinion, based on the iveness of the UNFPA framework of 019/6/Add.1), the annual report of the 19/6/Add.2), and the management response	No actions required No actions required	
			Para 14. <i>Takes note</i> of the recurring reco and inadequate guidance for country off UNFPA actions to address this;	No actions required			
	Internal Audit and Investigation	Office of Audit and Investigation Services (OAIS), Office of the Executive Director, Division for Human Resources	Para 15. Expresses its continuing support for the strengthening of the audit and investigation functions at UNFPA, and urges management to provide sufficient resources to the Office of Audit and Investigation Services to fully discharge its mandate while recognizing the importance of audit and investigation functions to the organization's activities;	Ongoing	UNFPA's commitment to provide sufficient resources for the independent internal audit and oversight function is reflected in the steady increase in investments over the years. Even in times of financial challenges and reductions in income during the 2014-2017 and 2018-2021 cycle, UNFPA safeguarded the budgets for the two independent functions and did not reduce their allocations, unlike for other parts of the organization. This is evidenced by an increase of 133% in the Office of Internal Audit and Investigations Services (from \$17.1 million in 2010 to \$39.9 million for 2022-2025). As requested by the Executive Board in its decision No. 2022/15, OAIS presented to the Board, at its Annual Session in June 2023, how it (OAIS) will utilize its available funds and the budget estimates and staffing required for the execution of its full mandate.	Completed and on-going	
	Internal Audit and Investigation		Para 16. Acknowledges and supports the engagement of the Office of Audit and Investigation Services in joint audit and investigation activities;				
	-11.25.15.11		Para 17. Takes note of the annual report	of the Interna	Audit and Investigations Group on internal 19/4) and its annexes, and the management	required No actions required	

Decision	Category	Responsible division(s)	Request	Deadline	Progress and follow-up action	Status
			line with Executive Board decision 200	8/37);	f the Audit Advisory Committee for 2018 (in	
			Para 18. <i>Welcomes</i> the large reduction in implementation of audit recommendation		commendations, as well as the progress made	No actions required
				acy and effecti	ne general audit opinion of, and based on the veness of the organization's framework of a Executive Board decision 2015/13);	No actions required
			Para 20. Takes note of the commitment	the Internal A	udit and Investigations Group has shown in fectiveness and use of technology and other	No actions required
			Para 21. Takes note of the Internal Aud	it and Investiga	ations Charter.	No actions required
2019/15 Update on implementation of General	UN Reform		General Assembly resolution 72/279 of	31 May 2018 ne quadrennial	comprehensive policy review of operational	No actions required
Assembly resolution 72/279 of 31 May 2018 on the repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of	UN Reform	Policy and Strategy Division	Para 2. Requests UNDP, UNFPA and UNOPS to work towards adequately sequencing entity-specific country programme documents so that the individual programmes derive directly from the new United Nations Development Assistance Framework (now renamed United Nations Sustainable Development Cooperation Framework), which is to be prepared and finalized in full consultation and agreement with national Governments and is the most important planning document of the United Nations development system at the country level; and requests UNDP, UNFPA and UNOPS to provide an update at the next session of the Executive Board on adjustments required;	2019 Second Regular Session	The UNSDG issued UNSDCF guidance in 2019, and this has been complemented by UNSDCF companion pieces, which UNFPA assisted in drafting, and these were launched in 2020. UNFPA's country programme document guidance has been updated to ensure full alignment with the UNSDCF guidance. UNFPA is working closely with the Resident Coordinator in each relevant country, and the UNCT members, to ensure harmonization and sequencing between the UNSDCF and country programmes. At the global level, UNFPA's robust quality assurance processes ensure the linkages between UNSDCF and country programmes accordingly.	Completed
the United Nations system	UN Reform	Policy and Strategy Division	Para 3. Requests UNDP, UNFPA and UNOPS to provide, for information at the next session of the Executive Board, a detailed mapping of their regional assets and capacities, in	2019 Second Regular Session	The Information Note on the implementation of General Assembly resolution 72/279 on the repositioning of the United Nations development system was presented to the Executive Board	Completed

Decision	Category	Responsible division(s)	Request	Deadline	Progress and follow-up action	Status
			accordance with General Assembly resolution 72/279 and mindful of ongoing discussions on the revamping of the regional approach of the United Nations development system;		during its 2019 Second Regular Session. It included the Annex: mapping of regional assets and capacities.	
	UN Reform	Policy and Strategy Division, Division Management Services	Para 4. Welcomes the preliminary updates provided by UNDP, UNFPA and UNOPS on efficiencies, including through shared business operations and premises; calls upon the executive heads of UNOPS, UNFPA and UNDP to continue to take action to ensure full achievement of efficiency gains and their redeployment in line with relevant existing mandates, including from General Assembly resolutions 71/243 of 21 December 2016 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system and 72/279 on repositioning of the United Nations development system, as well as to take into account the applicable recommendations of the Joint Inspection Unit in the report on opportunities to improve efficiency and effectiveness in administrative support services by enhancing interagency cooperation (JIU/REP/2018/5);	Ongoing	Upon disbanding of the UNSDG Business Innovation Group Project Team, the work on calculating efficiency gains has been moved to the UN Development Cooperation Office with which UNFPA is in close collaboration to develop a methodology agreeable to all AFPs on calculating efficiency gains from shared business operations and premises. An information note on the status of implementation of the UNDS resolution 72/279 has been provided in advance of recent Board sessions in addition to the dedicated annex on QCPR implementation as part of the ED's annual report. UNFPA will continue to actively engage in the UNSDG task team on Business Operations which will further advance the common back-office work.	Completed and ongoing
	UN Reform	Policy and Strategy Division	Para 5. Requests regular updates to the Executive Board on efficiency gains and their redeployments, through existing reporting mechanisms;	Ongoing	An information note on the status of implementation of the UNDS resolution 72/279 is provided in advance of the Annual Session of the Board in addition to the dedicated annex on QCPR implementation as part of the ED's annual reports.	Completed and ongoing

Decision	Category	Responsible division(s)	Request	Deadline	Progress and follow-up action	Status
	UN Reform	Policy and Strategy Division	Para 6. Requests UNDP, UNFPA and UNOPS to continue to support the efforts of the Secretary-General to develop a tracking system to monitor efficiency gains;	Ongoing	An information note on the status of implementation of the UNDS resolution 72/279 is provided in advance of the Annual Session of the Board in addition to the dedicated annex on QCPR implementation as part of the ED's annual reports.	Completed and ongoing
	UN Reform			reforms, and r	to undertake to maintain a balanced budget requests UNDP to ensure that these measures late development support to programme	No actions required
	UN Reform, Budget	Policy and Strategy Division, Division Management Services	Para 8. Welcomes that UNDP, UNFPA and UNOPS contributed their doubled contributions to the resident coordinator cost-sharing, and calls on UNDP, UNFPA and UNOPS to implement the 1 per cent levy, as applicable, as per the operational guidance for implementing the coordination levy (12 March 2019) issued by the United Nations Development Coordination Office;	Ongoing	UNFPA has implemented the 1% levy mechanism, and has been reporting to and settling with the United Nations Development Coordination Office on collections.	Completed
	UN Reform, Budget	Policy and Strategy Division, Division Management Services	Para 9. Recalls decisions 2018/16, 2018/18 and 2018/20 and notes that the agency-administered option for collecting the coordination levy adds administrative tasks to UNDP, UNFPA and UNOPS and requires adjustments to agency administrative processes, and requests UNDP, UNFPA and UNOPS to provide information on the adjustments and to promptly report to the Executive Board on any additional transaction and administrative costs associated with the administration of the levy, within existing reporting;	Ongoing	An information note on the status of implementation of the UNDS resolution 72/279 is provided in advance of the Annual Session of the Board in addition to the dedicated annex on QCPR implementation as part of the ED's annual reports.	Completed and ongoing

Decision	Category	Responsible division(s)	Request	Deadline	Progress and follow-up action	Status		
	UN Reform		do so to prioritize regular resources and	Para 10. <i>Recalls</i> the importance of funding predictability and urges Member States in a position to do so to prioritize regular resources and multi-year pledges, given that further reductions in regular resources risk jeopardizing the ability of UNDP and UNFPA to achieve planned strategic results;				
	UN Reform, Budget	Policy and Strategy Division	Para 11. Encourages UNDP and UNFPA, in collaboration with UNWomen and UNICEF, to place special emphasis on the implementation of their respective Strategic Plans, including the common chapter on joint programming, in accordance with their respective mandates and comparative and collaborative advantages, and to report at the annual session in 2020, including through the midterm reviews of their respective Strategic Plans, where and how the inter-agency process among the United Nations funds and programmes has led to greater efficiencies and effectiveness.	2020 Annual Session	UNFPA has worked closely with UNDP, UNICEF and UN Women, including through harmonizing approaches to the MTR and joint efforts in implementing the Common Chapter. The integrated annual report and MTR was submitted to the Executive Board for the Annual Session in 2020, with a report on the Common Chapter as an annex. The 2021 annual report of the Executive Director, presented at the Annual Session 2022, included an annex on the Common Chapter as well.	Completed		
2019/16 Working methods	Working methods		1		ve Board of UNDP, UNFPA and UNOPS;	No actions required No actions		
of the Executive Board			Para 2. <i>Welcomes</i> the written account of the core group of Member States that led the joint consultative process with Member States, in an open, transparent and inclusive manner, with a view to examining the efficiency and quality of its current sessions, as well as the functions of the joint meeting of the Executive Boards in line with decisions 2019/3 and 2018/22;					
			Para 3. <i>Recognizes</i> the technical support provided by the secretariats of the UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP Executive Boards to the core group and notes the annex to the written account as prepared by the secretariats;					
			of duplication with the function of the E	f executive gu conomic and s d respect for the	discussion on working methods of the idance and oversight of agencies; avoidance Social Council operational activities segment the different mandates and characteristics of	No actions required		

Decision	Category	Responsible division(s)	Request	Deadline	Progress and follow-up action	Status
	Working methods	Executive Board Branch/Office of the Executive Director	Para 5. Requests UNDP/UNFPA/UNOPS, in collaboration with UNICEF, UN-Women and WFP, to organize joint informal briefings/consultations and strongly encourages that they be scheduled within socially acceptable hours to allow the WFP Executive Board to participate from Rome;	Ongoing	Joint informal consultations and briefings continue to be organized and take place at socially acceptable hours to allow the WFP to participate.	Completed and ongoing
	Working methods	Executive Board Branch/Office of the Executive Director	Para 6. Requests the secretariat of the UNDP/UNFPA/UNOPS Executive Board, in collaboration with the secretariats of the Executive Boards of UNICEF, UN-Women and WFP, to present initial proposals to improve the working methods of the joint meeting of the Boards, including an optimal timing for convening the joint meeting of the Boards, for consideration by Member States at the second regular session 2019, mindful that the joint meeting of the Boards does not have decision-making authority and of the need to avoid duplication and overlap with the functions of the Economic and Social Council operational activities segment;	2019 Second Regular Session	A joint response by the secretariats of the UNDP/UNFPA/UNOPS, UNICEF and UN-Women on working methods of the Executive Boards was produced and presented at the Second Regular Session 2019.	Completed
	Working methods	Executive Board Branch/Office of the Executive Director	Para 7. Requests that the secretariat propose different alternatives of adjusting the date of the second regular session, mindful that it does not overlap with the other schedules, for consideration by the Executive Board at the second regular session 2019;	2019 Second Regular Session	Alternatives for adjusting the date of the Second Regular Session were suggested in the joint response by the secretariats of the UNDP/UNFPA/UNOPS, UNICEF and UN-Women on working methods of the Executive Boards and were presented at the Second Regular Session 2019.	Completed
	Working methods	Executive Board Branch/Office of the	Para 8. <i>Requests</i> that an informal, at no cost to the organizations, meeting of the Presidents of the Executive Boards of UNDP/UNFPA/UNOPS,	Ongoing	UNFPA's Executive Board Branch is working with the Board secretariat and other agency secretariats to support all	Completed and ongoing

Decision	Category	Responsible division(s)	Request	Deadline	Progress and follow-up action	Status	
		Executive Director	UNICEF, UN-Women and WFP be held on a regular basis for enhanced harmonization of common issues, and for increased coordination among agencies, funds, programmes and entities and the respective Executive Boards, while bearing in mind that according to the rules of procedure of Executive Boards the Presidents remain under the authority of the respective Executive Boards and do not have the authority to make decisions on any substantive matters, and that the outcome of the meetings		efforts towards having the Presidents of the Boards meet on a regular basis.		
	Working methods		be shared with the wider membership; Para 9. Affirms the need to elect the Bu	early on to minimize leadership gaps and	No actions required		
			enhance the efficient functioning of the Presidency and Executive Board at large; Para 10. Recommends that for continuity and smooth transition between outgoing and incoming Bureaux, whenever appropriate and consistent with the relevant rules of procedure, regional groups could consider taking appropriate measures so that one of the Vice-Chairs/Vice-Presidents of the bureau can take on the Chair/Presidency and could be effective in that capacity in the following year;				
					informal meetings of the Executive Board esidents or designated members of their	No actions required	
	Working methods	Executive Board Branch/Office of the Executive Director	Para 12. Requests that the secretariat, in collaboration with the secretariats of the Executive Boards UNICEF and UN-Women, to continue convening consecutive formal sessions of the Executive Boards in order to avoid gaps between the formal sessions of the various Executive Boards;	Ongoing	The secretariats of the Boards continue all efforts to convene consecutive formal sessions of the Executive Boards, with no gaps in between the Boards.	Completed and ongoing	
	Working methods	Executive Board Branch/Office of the Executive Director	Para 13. Requests that the secretariat present practical proposals for improving the efficiency of the sessions of the Executive Board, including by reviewing the agenda items and the Board's efficient consideration of these, for deliberation	2019 Second Regular Session	Practical proposals for improving the efficiency of the sessions of the Executive board were captured in the joint response of the secretariats and were presented at the Second Regular Session 2019. These issues were also reflected in the working methods paper presented at the First	Completed	

Decision	Category	Responsible division(s)	Request	Deadline	Progress and follow-up action	Status	
			and consideration by the Executive Board at the second regular session 2019;		Regular Session 2020 and in that presented at the Second Regular Session 2020.		
	Working methods	Executive Board Branch/Office of the Executive Director	Para 14. <i>Requests</i> that the Executive Board, with the support of the secretariat, make its sessions interactive, while securing the time slot for group and national statements as appropriate and necessary;	Ongoing	The secretariat will support all efforts toward making the Board sessions more interactive while securing the time slot for group and national statements as appropriate and necessary.	Completed and ongoing	
	Working methods	Executive Board Branch/Office of the Executive Director	Para 15. Requests that while encouraging interactive discussions, any format for enhanced interaction with the heads of the agencies should contain follow-up actions within existing mechanisms;	Ongoing	Follow up actions will be contained within existing mechanisms.	Completed and ongoing	
	Working methods	Executive Board Branch/Office of the Executive Director	Para 16. Encourages that the heads of agencies, funds, programmes and entities participating in Board sessions provide the full texts of their statements or opening remarks (presentation) online in advance and deliver shorter statements at the Executive Board sessions. The statements and presentations should be concise in highlighting the main issues, evidenced-based and action-oriented in addressing the challenges;	Ongoing	UNFPA has been providing detailed outlines of the Executive Director's statement in advance and will continue to do so. The statement of the ED is concise, evidence-based and action-oriented in addressing the challenges and will continue to be so.	Completed and ongoing	
	Working methods		Para 17. <i>Strongly encourages</i> the Presid statements;			No actions required No actions	
			Para 18. Affirms the participation of diverse stakeholders in Executive Board sessions with full respect of the relevant clauses in the rules of procedure and based on the agreement of the Executive Board, recalls decision 2018/22, paragraph 11, and reaffirms the importance of giving due consideration to gender parity in the composition of panellists participating in the Executive Boards;				
				ountries if circ	of field visits two years in advance, while umstances dictated, in order to give host to prepare for the visits;	No actions required	

Decision	Category	Responsible division(s)	Request	Deadline	Progress and follow-up action	Status	
	Working methods	Executive Board Branch/Office of the Executive Director	Para 20. Requests the Bureau, assisted by the secretariat, to consult with the Bureaux of the Executive Boards of UNICEF, UN-Women and WFP, to coordinate for the selection of field visits and to propose harmonized criteria for individual field visits, for evaluation by the Board at the first regular session 2020;	2020 First Regular Session	Coordination on the selection of field visits is ongoing. Also, proposed harmonised criteria for individual field visits was presented at the First Regular Session 2020.	Completed and ongoing	
	Working methods	Executive Board Branch/Office of the Executive Director	Para 21. Requests the secretariats of UNDP, UNFPA and UNOPS to circulate proposed draft decisions to the wider membership at least four weeks prior to each session, at the discretion of the Bureau, and reiterates its strong encouragement to Member States to provide their comments on draft decisions, to the extent possible, prior to the start of the session, with a view to starting substantive consultations on the draft decisions on the first day of negotiations, without pre-empting bringing in additional proposals during negotiations;	Four weeks prior to each session	The secretariat has started circulating draft decisions to the wider membership about four weeks prior to the session.	Completed and ongoing	
	Working methods	Executive Board Branch/Office of the Executive Director	Para 22. Requests the secretariat, in collaboration with the secretariats of the Executive Boards of UNICEF, UN-Women and WFP, to track the implementation of Executive Board decisions using the matrix of common use as attached to the written account of the core group;	Ongoing	As of 2019, the UNFPA decision tracking matrix has been synergised with the other UN agencies in line with the template attached to the written account of the core group.	Completed	
	Working methods		Para 23. <i>Requests</i> the secretariat to distribute the minutes of Bureau meetings to members and observers of the Executive Board once these minutes have been approved by the Bureau;				
	Working methods	Executive Board Branch/Office of the Executive Director	Para 24. Reiterates the request that the secretariat of the Executive Board of UNDP, UNFPA and UNOPS regularly update the joint online calendar of all Board meetings in real time so as to avoid overlap of	Ongoing	UNFPA updates the joint calendar in real time.	Completed	

Decision	Category	Responsible division(s)	Request	Deadline	Progress and follow-up action	Status		
			schedules with other funds and programmes as well as major official meetings including the Economic and Social Council operational activities					
			segment.					
		 	Second Regular Session 2019 (3-6 Sep			No actions		
Joint review of the existing cost definitions and classifications of	Financial, budgetary and administrative		classifications of activities and associated Para 2. <i>Reiterates</i> decision 2018/21 and	Para 1. <i>Takes note</i> of the analysis contained in the joint review of the existing cost definitions, classifications of activities and associated costs (DP/FPA-ICEF-UNW/2019/1); Para 2. <i>Reiterates</i> decision 2018/21 and paragraph 35 of resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations				
activities and associated costs	Financial, budgetary and administrative	Division for management services, Policy and Strategy Division	Para 3. Endorses recommendations 1 and 2 on further alignment, as contained in the joint review, for application effective in their integrated budgets, beginning in 2022, and requests UNDP, UNFPA and UNOPS, working with the UNWomen and UNICEF, to implement standardized terminology and formatting of integrated budget proposals and financial information in the annual reports, recognizing that while all cost categories and functional clusters will be shown, not all apply to each organisations;	2022	UNFPA prepared its integrated budget 2022-2025 in line with the new Executive Board approved cost classification categories and further aligned cost categories. As for the financial information in the annual reports, UNFPA is aligning the reporting therein with the information approved in the Integrated Budget and the practices of the other agencies. The revised reporting structure will be reflected in the 2023 financial statements, contingent on the efforts required to continue to support the implementation of the new ERP system.	In Progress		
	Financial, budgetary and administrative		Para 4. <i>Takes note</i> of recommendation 3 in the joint review, which proposes the creation of separate cost-classification line items in the integrated resources plan, to report on and obtain separate appropriations for independent oversight and assurance activities, as well as resident coordinator cost-sharing contributions, and welcomes additional information on this at the first regular session 2020, to enable further analysis prior to potential adoption of this recommendation.					
2019/22	Working methods		Para 1. Welcomes the joint response pre	pared by the set tions Children	ecretariats of the Executive Boards of 's Fund (UNICEF) and the United Nations	No actions required		

Decision	Category	Responsible division(s)	Request	Deadline	Progress and follow-up action	Status
Working methods of the Executive Board	Working methods	Executive Board Branch/Office of the Executive Director	Para 2. Requests the secretariat of UNDP/UNFPA/UNOPS, in collaboration with the Executive Boards of UNICEF and UN-Women, to present to the Executive Board for deliberation and consideration at the first regular session 2020 an exemplary annual programme of work, including informal briefings, for each of the three options presented in the joint response, with corresponding explanatory narratives on the envisaged changes and their expected effect on Board oversight, effectiveness and efficiency, as well as further elaboration on the listed issues of joint relevance and interest to all Boards.	2020 First Regular Session	UNFPA was fully engaged in the production of the requested workplan, which was presented at the First Regular Session in 2020.	Completed